

## CHAPTER 5

# REDEPLOYMENT

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*"Once hostilities are over, Americans are spontaneous and headlong in their eagerness to return to civilian life. No people on earth have been known to disengage so quickly from the ways of war."*

*(President Harry Truman)*

Redeployment is the preparation for and movement of forces (units), manpower (individuals), and materiel from an AO to follow-on designated CONUS or OCONUS bases, usually after the combatant commander has achieved conditions favorable to US interests or as directed by the NCA. The key to redeployment is that it should not be considered as retrograde movement, but in fact as a new deployment. Redeployment must involve force integrity so that units maybe diverted anywhere, ready to fight.

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### REDEPLOYMENT PLANNING

Redeployment must be planned and executed in a manner that facilitates the use of redeploying forces and sustainment equipment and supplies to meet new crises. Movement is, in most cases, nontactical. It returns Army forces to home stations and mobilized reserve forces/individuals through demobilization stations (DMSs) or CDCs. The FORSCOM redeployment after-action report for Operations Desert Shield and Desert Storm opens with the following statement:

*"The redeployment of Active Component (AC) and Reserve Component (RC) forces and the subsequent demobilization of RC forces were much more difficult than we expected."*

*(Official FORSCOM Operation Desert Shield and Desert Storm Redeployment After-Action Report)*

### CESSATION OF HOSTILITIES

While the cease-fire agreements may take effect at a point in time, the process is rarely instantaneous. Either as part of the cease-fire or as a result of

political negotiations, certain key decisions are made concerning —

- The time and distance required to separate the belligerents.
- The timetable to withdraw from the AO.
- What residual forces and reserve stocks will remain.

These decisions and many others shape the pace and nature of the redeployment.

*The 416th Engineer Command (Army Reserve, Chicago, IL) spent 11 months in Southwest Asia and conducted large-scale engineer battlefield operations. Upon the cessation of hostilities, the 416th focused on restoration and humanitarian efforts throughout Kuwait, support of refugees, and support to Operation Provide Comfort in north west Iraq.*

The immediate postcease-fire period is one of great danger and requires that all US forces maintain a high state of readiness and security. Necessary reconstitution of combat forces should have an immediate priority.

Upon completion of the tactical and political process, the combatant commander builds a TPFDD data base to be implemented upon cessation of hostilities. Concurrently, supporting CINCs initiate planning to support the combatant commander's redeployment OPLAN.

This plan includes responsibilities, priorities, and guidance for recovery activities and the efficient movement of units, individuals, and materiel in coordination with the supporting CINCs. Based on the CINC's plan, the ASCC issues a redeployment warning order that conveys the CINC's redeployment guidance to subordinate commanders, while preparing a detailed and coordinated operations order that covers the first four phases of redeployment. (Supporting CINCs review plans for the final three phases.)

### PREPARATION FOR REDEPLOYMENT

In preparation for redeployment, a decision process occurs that influences *who, what, when, where, and how* the operation will proceed. These decision factors may include —

- A JCS residual force mission statement.
- JCS requirements to reconstitute a response capability.
- Other theater needs.
- Occupation, nation-building, and humanitarian missions.
- Establishment of PWRS in the AO.
- Security of the force.
- Constraints of RC forces and individuals in theater.
- Alliance/coalition force considerations (when applicable).
- Availability of strategic lift.
- Political pressures.

Redeployment entails forces (units), manpower (individuals), and materiel. The supported CINC uses the above considerations to develop a redeployment plan, to include sequencing movement in coordination with the supporting commander. During redeployment,

timely and accurate command and public information are critical to the morale of the soldier and public support.

Unit integrity should be maintained to the maximum extent possible. Operational requirements may require some changes to units after they arrive in the AO. To facilitate demobilization, these units must reorganize prior to redeployment. DA must coordinate and approve RC units' theater residual equipment prior to its being retained.

## REDEPLOYMENT PHASES

During redeployment, contracts for transportation of materiel and maintenance are used extensively to reconstitute the force. Redeployment is conducted in six phases:

- Reconstitution for strategic movement.
- Movement to the redeployment assembly areas (RAA).
- Movement to port of embarkation.
- Strategic lift.
- Reception at port of debarkation.
- Onward movement from port of debarkation.

### PHASE I - RECONSTITUTION FOR STRATEGIC MOVEMENT

After completion of operational requirements, forces move back to designated TAAs. A major focus should be unit integrity and accountability to the maximum extent possible for units, individuals, materiel, supplies, and equipment. Operational requirements may necessitate some changes to units after they arrive in the AO. These units should be reunited prior to redeployment to facilitate return to peacetime activities. Unit commanders' actions at the TAA include —

- Reconstitution and/or initial cross-leveling.
- Repacking and loading containers under US Customs and US Department of Agriculture supervision.
- Reconciling UMD through documentation, accountability of inventory, and coordination of movement instructions from the controlling movement control agency (TAMCA) representatives.

Individuals may be returned directly to the theater replacement battalion for redeployment. Commanders report excess materiel to the senior MMC for recovery (palletizing/ rewarehousing) and redistribution. Commanders initiate personnel actions, to include the following, during this state:

- Processing decorations and awards.
- Processing officer evaluation reports (OERs) and noncommissioned officer evaluation reports (NCOERs).
- Completing records and finance updates.

The unit or its parent command is responsible for actions at the TAA and support of the TAA. Actions required include —

- Identify and separate excess stockage according to guidance provided by the supported commander and executed by the theater army materiel management center (TAMMC).
- Complete reconstitution and cross-leveling for movement and coordinate with TAMCA representatives to begin updating the AUEL.
- Determine the mode selection of unit impedimenta. Containerization should be done as far forward as US Customs and Department of Agriculture support is available.

## PHASE II - MOVEMENT TO REDEPLOYMENT ASSEMBLY AREAS

Upon receipt of movement instructions, forces, individuals, and materiel are moved to the RAAs. At the RAA, the commander completes activities that he could not accomplish at the TAA. These activities include —

- Washing major end items.
- Affixing placards.
- Obtaining US Customs and Department of Agriculture inspections on all unit equipment.
- Finalizing unit movement data.

Because of the size of the redeploying force and AOR capabilities, an intermediate staging site and final staging area may be required prior to outloading at the POE. At the final staging area, all remaining prerequisites for strategic lift are performed, to include —

- Continued supply accountability and maintenance actions.

- US Customs and Department of Agriculture inspections for all personnel and equipment.
- Palletization of equipment.
- Completion of labeling.

The accountable unit officer must ensure the property book and all related documentation, such as the document register returned with the main body of unit equipment, is loaded immediately.

If equipment is staged for shipment after main body departure, then the property book and related documents will be left with the OIC of the units' rear detachments and will return with them. This will expedite the reconstitution process at the home station.

The commander of the senior logistics support organization in the theater is responsible for the movement of forces from the TAA and actions at and support of the RAA. Responsibilities include—

- All actions not completed at the TAA up to, but not including, final actions conducted at the POE processing center.
- Cleaning and consolidating cargo to US Customs and Department of Agriculture standards.
- Final changes to the AUEL to complete actual identification of UMD.

The assigned units coordinate movement of individuals not redeploying under a TPFDD unit line number (ULN) coordinated by their assigned unit through the senior movement control agency (TAMCA) representative and in concert with guidance from the supported combatant commander and USTRANSCOM. Personnel redeploying as individuals will remain under the administrative control of their assigned unit or the theater PERSCOM until POE-processed for redeployment.

The TAA and RAA may be combined, depending on the size of the theater and combatant commander's guidance. The redeployment sequence is based on theater constraints and combatant commander guidance. Intermediate steps and actions may be required to supplement TAA and RAA movement, to include further defining RAA activities by establishing a final staging area.

In all cases, the primary method of redeployment is based upon the TPFDD process and identified by ULN. Other methods of redeploying cargo and personnel not scheduled for redeployment with the main body should

be accomplished through established USTRANSCOM procedures. These procedures include requesting additional ULN allocations. Commanders may request allocations through the JPEC representative under the JOPES process. Commanders may also request allocations on an exception basis. With supported CINC concurrence, commanders may request allocations by signing over cargo to designated authorities for later strategic lift with units moving to the same destination.

*During the final phase of Operations Desert Shield and Desert Storm, VII corps again displayed the ability to adjust force structure quickly and efficiently. Initially, the corps was required to redeploy units, maintain a force presence in Iraq and Kuwait, continue with humanitarian operations, and execute a large number of force modernization actions. Detailed management of these actions was important, but the fact that soldiers were kept informed by their chain of command during this demanding period was the key.*

### PHASE III - MOVEMENT TO PORT OF EMBARKATION

Based on senior movement control agency movement instructions, forces, individuals, and materiel are moved to the POE where they are processed for strategic movement. If unit equipment is loaded immediately, an accountable unit officer must ensure that the property book and all related documentation, such as the document register, returns with the main body. If the equipment reaches the POE after the main body departs, the copies of the property book and related documents will be left with the officer in charge of the unit's rear detachment. This action will expedite the operational recovery process at the home station. Part of that processing may require a separate and distinct sterile area. The sterile area should be located close to the loading dock to reduce or eliminate possible compromise of agricultural clearances. This sterile area is a temporary holding area where cleaned equipment that has passed US Customs and Department of Agriculture inspections is held and controlled awaiting transport to the POE.

The CINC is responsible for establishing a military customs inspection program (MCIP) to perform US Customs preclearance and US Department of Agriculture inspection and wash-down on all personnel and cargo retrograde to the US in accordance with DOD Directive 5030.49-R<sup>1</sup>. An approved MCIP must be in place prior to redeployment to preclear not only redeployment personnel and cargo but also the shipment of battle damage equipment back to the US for repair.

At all bases, unit rear detachments maintain security, supply, maintenance, and accountability of equipment in preparation for strategic lift. With acceptance by the A/DACG at the airfield or sea PSA, departing forces, individuals, and materiel are quarantined and loaded aboard strategic lift for movement. Establishment of an effective PSA to expedite actions at the POE is the key to rapid redeployment and integrity/accountability of forces and readiness. See Figure 5-1.

### **Actions at the Port of Embarkation Processing Center**

Designated TAACOM elements are responsible for the following actions at the POE processing centers:

- Processing baggage and accompanying cargo according to US Customs inspection regulations.
- Configuring and inspecting cargo and passenger loads according to TCC standards.
- Verifying the final manifest and documentation.

Delayed equipment departures may require establishing a temporary sterile area in an area close to the POE to await final POE processing and available strategic lift. An information copy of actions that were accomplished at the POD processing center, that is, verified manifests, must be expedited to the gaining POD.

### **Movement Scheduling**

Follow-on locations are reported through JPEC representatives to CINC USTRANSCOM and the supported commander, who develops and maintains the redeployment TPFDD. USTRANSCOM coordinates both intra-CONUS or intertheater movement.

### **PHASE IV - STRATEGIC LIFT**

This phase begins with the wheels up for aircraft or passage of the last buoy marking the channel for

<sup>1</sup> Customs Inspection, 27 May 1977.

strategic lift is characterized by accurate movement schedules and manifests of cargo being carried. This phase ends with arrival at the POD where reception occurs. Redeployment via sealift is considered an



administrative movement in order to maximize use of available ships within TPFDD priorities.

### **PHASE V - RECEPTION AT PORT OF DEBARKATION**

This phase begins with the arrival of forces (units and personnel) and their sustainment equipment and supplies at the POD. It ends with the departure of the forces (units and personnel) and their sustainment equipment and supplies from the POD after receiving Department of Agriculture and US Customs clearance.

The commander receiving the forces (units and personnel) and sustainment equipment and supplies develops a reception and onward-movement plan for all arriving forces and sustainment equipment and supplies. This includes providing the necessary port support structure to manage the effort.

*The 218th Adjutant General Company (Personnel Service Administration), South Carolina Army National Guard, was called into federal service on 22 January 1991 and was assigned to Fort Benning, GA. The unit administratively processed thousands of RC soldiers redeploying from Operation Desert Storm. The unit was released from active duty on 30 June 1991.*

When possible, commanders send advance parties to coordinate the orderly processing of redeploying forces. One of the primary requirements during this phase is coordinating the onward movement of deploying forces to their follow-on destination. This coordination requires personnel who know the unit, its organic personnel, its movement configurations, and its ultimate destination. These personnel work with MTMC's representatives, supporting ITOs, or TAMCAs in completing the required documents for moving the forces and sustainment equipment and supplies to the final destination. The receiving MACOM designates a liaison officer to assist the port commander, the MTMC representative, and the returning unit in resolving conflicts. The preferred methods for onward movement mirror those prescribed for deployment.

### **PHASE VI - ONWARD MOVEMENT FROM PORT OF DEBARKATION**

This phase begins with the reconfiguration of forces and sustainment equipment and supplies at a designated

marshaling area outside the processing area. It concludes with their arrival at their destination. MACOM representatives conduct a visual inspection of conveying equipment while it is in the marshaling area having required repairs done. The MACOM representative will divert equipment not meeting movement and/or maintenance standards to a designated location for repair prior to onward movement to destination.

The supporting installation's commander is responsible for the health, welfare, and support of arriving forces and for assisting with their onward movement. In this capacity, he sustains the forces and individuals until they arrive at their prescribed destination. This may require assisting them in obtaining intratheater airlift, commercial and military highway, military convoy, rail, or other modes for moving forces and individual manpower to their destinations.

Follow-on locations for active component units may be either former (home station) or another location for employment. RC units return to demobilization stations, to home station, or to another location for employment.

Follow-on locations for individuals returning separately from units must be clearly established. These locations may be demobilization stations, CDCs, follow-on assignments, or transition separation points. Supporting commanders must be prepared to support individual soldiers carrying sensitive items (weapons, classified material, and so forth).

Follow-on locations for civilians are normally the locations from which they originated. They redeploy using the same support structure used by soldiers redeploying as individuals.

Follow-on locations for materiel being returned to CONUS or being redistributed elsewhere are determined through the automated redistribution process or through management decisions. The US Army Materiel Command, HQDA (DCSLOG), and DLA develop this information. See Figure 5-2.

## **OTHER REDEPLOYMENT CONSIDERATIONS**

Other considerations during redeployment are support, cargo, supplies and materiel, customs regulations, and logistics requisitions.

## IDENTIFYING SUPPORT ACTIVITIES

In order to conduct an effective and efficient redeployment operation, specific units, individuals, and equipment and supplies must be identified and allocated to the operation. Early in the process, the CINC must identify a structure to support the redeployment operation. Medical care, life support, and other services, as well as supplies and materiel, must be provided.

As units prepare for and actually move during redeployment, installation commanders should plan and prepare for reunion. This planning helps prepare a soldier and his family for the soldier's reintroduction into the peacetime environment and into family unit relationships.

Units redeploy in increments—advance party, main body, and trail force. The size of the unit, the requirement to support sustainment operations, the requirement for equipment movement support actions, and transportation assets impact on the number of increments. The advance party prepares for its arrival at POD, DMS, and destination. The main body is where the bulk of the personnel and designated equipment redeploy back to the home station or DMS.

The rear detachment—usually not to exceed 25 percent of the unit's authorized personnel (preferably volunteers)—remains in the theater to —

- Maintain property accountability.
- Perform unit maintenance.
- Oversee supply support.
- Interface with the movement control agency as the balance of its equipment is processed for strategic sealift.

Once the equipment has been processed, the senior logistics support agency in the theater (TAACOM) directs redeployment by strategic airlift.

Redeployments during Vietnam, Operation Just Cause, and numerous training exercises featured C<sup>2</sup> organizations provided by the corps, whose charter was to assist the logistics organization (TAACOM, COSCOM) and get units home. During Operation Desert Storm, corps centralized control did not occur until after units had already begun to redeploy. The VII Corps did not provide a redeployment command until the May-June 1991 time frame. The redeployment

command uses ad hoc port support teams provided by the moving units to finalize the preparation and loading of vehicles and equipment for shipment.

## DOCUMENTING CARGO

Commanders must ensure that documentation, accountability, and accuracy is as thorough as it was for deployment. The rush to return to the home station will bring about severe problems unless command emphasis is placed on accurately marking and documenting equipment. Unit movement data provided to MTMC must be correct in order to properly document cargo to prepare the ship manifest for redeployment.

Maintaining unit integrity during redeployment is as critical to readiness as it is during deployment. Therefore, the same standard in ensuring marry-up of containerized unit equipment with noncontainerized unit equipment applies. That is, when possible, containerized unit equipment will be shipped with the noncontainerized cargo. If that is not practical, containerized unit equipment will be scheduled (and managed) to arrive at the POD or final destination on the same required delivery date as the noncontainerized equipment. In the latter case, in-transit visibility of the cargo must be substantiated to facilitate diversion en route, if required.

MTMC prioritizes nonunit equipment containers in accordance with OPLANS or directives. Units must redeploy using TC ACCIS and other deployment procedures to account for unit equipment and sustainment supplies.

*The 1st Cavalry Division After-Action Report for Operation Desert Storm highlighted the fact that the division moved 10,300 pieces of equipment from Southwest Asia. This equated to 16 vessels. Additionally, the division shipped 156 commercial containers of other cargo.*

The requirement for dedicated transportation for logistics operations during periods of crisis was highlighted during the redeployment phase of Operation Desert Storm. The short duration of the war, coupled with the requirement for rapid redeployment, placed an extremely high demand on airlift and sealift resources.

Due to the lack of dedicated transportation assets and an inadequate redeployment structure, many unit equipment sets were shipped in an administrative fashion without regard to unit integrity to a number of ports.

Additionally, the shipping time from Southwest Asia to CONUS was extended from the original forecast of 45 to 60 days to 60 to 90 days. There was an impact on unit readiness due to nonreceipt of critical equipment in

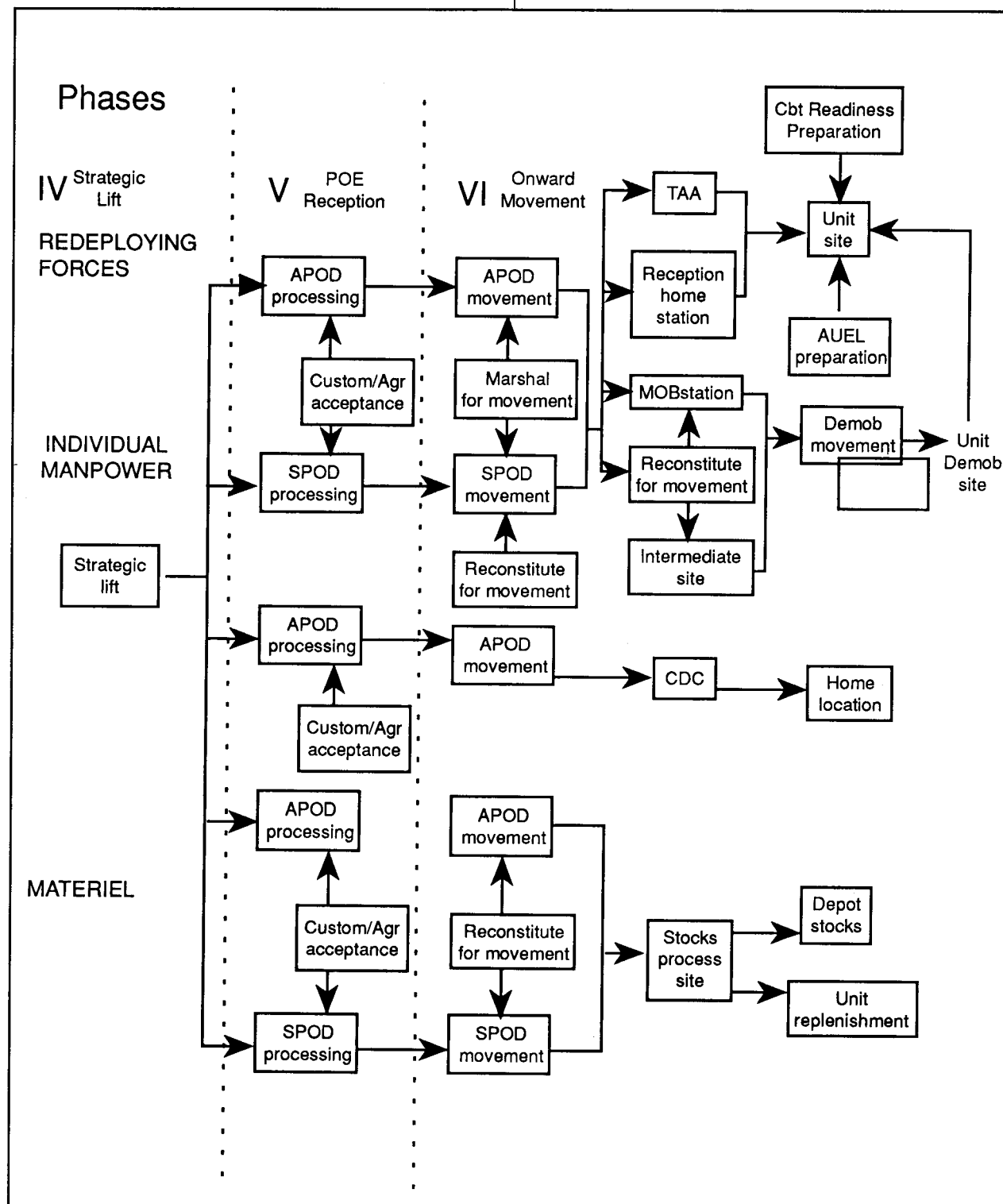


Figure 5-2. Redeployment Process for Phases IV Through VI



a timely fashion. As a result, the reconstitution effort was delayed.

## REDISTRIBUTING SUPPLIES AND MATERIEL

The redistribution activity is a key factor in redeploying and reconstituting supplies and materiel for future operations. Significant national resources are invested in supplies and materiel to support operations. Therefore, recovery and redistribution is a critical effort.

Nonunit redeployed equipment and supplies are redistributed according to plans developed by HQDA, with input from combatant commanders. Priority of effort is generally to Army forces committed to JCS-approved OPLANs. Other recipients may include host countries, USAMC, DLA, and GSA distribution centers. In the redistribution process, equipment may be available for HQDA Foreign Military Sales or a grant program such as Excess Defense Articles to support national interests and policies.

*Following Operation Desert Storm, the European redistribution facilities operated by USAMC-Europe, in conjunction with US Army Europe, received and redistributed excess serviceable and unserviceable, economically repairable materiel, saving the Army over \$150 million in requests and more than \$20 million in overseas transportation charges.*

Equipment may be distributed to Army commands in a serviceable or unserviceable condition. In the latter case, the receiving command is normally responsible for returning the equipment to a serviceable condition. HQDA establishes distribution, funding, project codes, and priorities for the maintenance of supplies to maintain and repair the returning equipment.

Materiel for redistribution can essentially be divided into two categories—that which is subject to automated disposition and that which requires a management

decision. DA DCSOPS must authorize Class VII major end items to fill worldwide shortages; therefore, major equipment transactions will be handled manually.

The automated redistribution system may be used to redistribute Class II, III(P), IV, and IX items and may apply to other classes. Each type of materiel has certain unique requirements such as some Class III(P) and V items which need a hazardous materiel (HAZMAT) certification before shipping.

## COMPLYING WITH CUSTOMS REGULATIONS

All materiel returned to CONUS, either unit equipment or stocks of materiel, must comply with both US Customs and US Department of Agriculture regulations. Essentially this means that contraband items such as certain war trophies, items manufactured in excluded countries, or live plant materiel must be removed from any CONUS-bound shipments. Normally, US Customs, US Department of Agriculture, and Military Customs inspectors inspect all cargo in the AO before it is shipped to the US. The TAACOM commander coordinates with the theater provost marshal for custom clearance of all DOD materiel.

Unit equipment that has cleared the US Customs and Department of Agriculture inspections is placed in a sterile area, awaiting loading on ship. Port support teams, usually provided by the division, are required to help finalize the preparation and loading of the unit's vehicles and cargo for shipping.

## CANCELLING LOGISTICS REQUISITIONS

At the conclusion of an operation, materiel is both on requisition and en route in the distribution system. Units continue to require supplies, but some categories will not be required in the quantity requisitioned. Units should consume theater stocks and materiel management centers cease requisitioning from the CONUS base. The senior MMC, in coordination with the corps MMCs, DLA, and USAMC, determines when the supply pipeline can be shut down. The senior MMC changes DODAAC "ship-to" addresses for selected classes of supply and unit requests.

## SUMMARY

Commanders and planners must plan and execute redeployment in an efficient manner that facilitates the use of redeploying units, individuals, and materiel to meet new crises. The key to redeployment of units is that it not be considered as simply a retrograde movement but as a potential follow-on deployment. Unit integrity is a critical factor of redeployment and ensures that units can be diverted anywhere, ready to fight. The focus of individual manpower and materiel redeployment is total accountability and efficient handling. The desired end state after redeployment is the restoration of the Army's capability to conduct future operations.